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A good deal of emphasis is placed upon the effort to promote the formation of habits of outdoor exercise and recreation among the upper classmen. This is done by organizing classes for voluntary work in various branches of physical education and by encouraging the organization of teams for athletic competition. In the development of these intra-mural athletic activities, advantage is taken of every natural student division as a basis for the organization of teams, with the result that there were during the past year 145 organized teams playing regular schedules for the championships of various groups; and throughout the year there were more than 1,300 men, counting the duplications on various teams during the different seasons, and not counting those who were on the various varsity squads, who took part in these contests. Competitions were conducted in swimming, water polo, relay racing, rowing, basket ball and baseball. The above statement does not include the large number of students who take part in individual contests in boxing, wrestling, tennis, golf and swimming.

This plan of guarding and promoting student health has been developed under the stimulus of the conviction that an educational institution has a real responsibility for the physical welfare of its students; that health is an educational factor of prime importance; that a student not entirely well is working under a handicap and is lowering the efficiency of the institution; and that a healthy body is one of the first essentials of clear thinking, clean living and efficient citizenship.

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#### THE GOVERNMENT OF LEARNED SOCIETIES

IN connection with the work of a committee of the American Psychological Association I wrote a year ago to the secretaries of all the "learned societies" listed in the *World Almanac* asking how their officers were elected and whether the method was satisfactory. With very great courtesy almost every secretary answered my first question (though one or two

copies of constitutions failed to reach me), and most of them answered the second. The result is that I find myself with an amount of material which it seems well worth while to put together in print.

The sixty-eight "learned societies" here listed can be divided according to their method of electing officers into some nine groups, as follows.

*Group A.*—In the following associations officers are elected by the governing board.

American Academy of Political and Social Science. Officers are elected by (9) directors, one third of whom are elected annually to serve three years.

American Antiquarian Society.

American Association for the Advancement of Science. Officers are elected from fellows by general committee, which consists of council plus one fellow or member elected by each section. Council consists of certain present and past officers, fellows elected by sections and affiliated societies, and nine fellows elected by the council. Permanent secretary, secretaries of sections and treasurer hold office for five years.

Archæological Institute of America. Officers are elected by council, which is composed of general officers and delegates from local affiliated societies. Executive committee is partly ex-officio, partly elected by council at annual meeting.

American Numismatic Society. Council elects officers. Members of council are nominated from the floor and elected by ballot.

National Association for the Study and Prevention of Tuberculosis. Officers are elected annually by board of sixty directors on nomination of committee appointed by chair. One fifth of directors are elected at each annual meeting.

National Geographic Society. Managers elect officers. Eight of the twenty-four managers are elected at each annual meeting to serve three years. A majority of the votes cast is necessary for election.

New York Zoological Society. Officers and executive committee are elected by managers. Executive committee appoints a nominating

committee which prepares and posts nominations to replace the outgoing class of board of managers. Members vote on these at annual meeting.

*Group B.*—In the following associations nominations for office are made by the governing board at the annual meeting. Usually the rule permits other nominations to be made from the floor, though they are not often made. It is not always clear whether or not the official nominations include positions on the governing board itself.

American Association of Obstetricians and Gynecologists.

American Association of Pathologists and Bacteriologists. Rule includes all nominations. Council member serves seven years.

American Bar Association. Officers nominated by general council, which consists of one member from each state.

American Geographical Society of New York. Rule includes all nominations, but nine or more fellows can also nominate.

American Ophthalmological Society.

American Pediatric Society.

American Proctologic Society.

American Psychological Association. Rule includes nominations for council.

American Therapeutic Society.

Society of Chemical Industry, New York Section. Committee nominates chairman, secretary and treasurer. Ten or more members can nominate ordinary member of committee. If there are not enough nominations committee completes list and there is no election. Five members of committee retire annually, three of whom shall be those who have made the fewest attendances at committee meetings.

Southern Medical Association.

The advantages claimed for this method of close control by the governing board are that it is less dangerous than off-hand nominations from the floor, facilitates business, has worked perfectly, allows meetings to be devoted to science exclusively. Eight secretaries commented on it favorably. In a ninth association a considerable number of members felt that it was unnecessarily oligarchical. Another objection is that it has occasionally been embarrassing

to have a small governing body called upon to choose between two or more of its own members for the presidency. This objection would not hold in the case of an association whose governing board is composed largely of ex-presidents.

*Group C.*—In the three following associations nominations for office are made by a nominating committee which is itself a more or less permanent body. The election takes place at annual meeting.

American Gynecological Society. Nominating committee consists of all ex-presidents at meeting. Two nominations are made for each office.

Society for the Promotion of Engineering Education. Nominating committee consists of the past presidents and the seven elective members of the council retiring the following year, but the president may add enough to bring members present up to five.

American Philological Association. Each year the chair nominates one new member of the nominating committee to serve five years.

It is claimed on behalf of this method that it ensures continuity and causes less unfavorable comment than random nominations from the floor.

*D.*—In the American Society of Civil Engineers the membership is divided into seven geographical districts, each of which is represented by two members of the nominating committee, one elected each year to serve two years, and the five latest past presidents who are alive. The secretary is appointed by the board. The method appears to be satisfactory, though it is possible under it for men to be elected to the nominating committee who are not familiar with the work of the association.

*Group E.*—In the following associations a nominating committee is appointed annually by the governing body. Elections are at annual meeting.

American Historical Association. It is said that years ago this association tried and abandoned something like a preferential primary.

American Library Association. Nominating committee appointed by executive board from persons not on board. Board adopts report

and prints names on the official ballot. Others may be added on petition, with consent of nominee. Council is partly self-perpetuating.

*Group F.*—In the following associations a nominating committee is appointed annually by the chair, though in the cases indicated it is simply said that it is "appointed." The committee reports, and officers are elected at the meeting.

American Academy of Medicine. "Appointed."

American Association of Anatomists. "Appointed." Officers elected for two years, secretary for four. Executive committee of eleven.

American Climatological Association. Usually consists of ex-presidents.

American Dialect Society. Nominating committee is "appointed" at the annual meeting, receives suggestions as to who is willing to serve, and reports in a few minutes.

American Economic Association. "Appointed." Usually consists of ex-presidents if enough are present.

American Fisheries Society.

American Forestry Association. "Appointed."

American-Irish Historical Society.

American-Jewish Historical Society.

American Laryngological Association.

American Laryngological, Rhinological and Otolological Society.

American Medico-Psychological Association.

American Oriental Society.

American Otolological Society. Nominations by business committee of three appointed by president for that meeting.

American Roentgen Ray Society. "Nominees are then voted upon by the Society" (two tickets?). It has been recently arranged in the interest of democracy that the new member of the executive committee be elected by ballot.

American Society of Naturalists.

American Sociological Society. Executive committee is partly elected, partly made up of former presidents. Practise has been to keep the same group of officers for a period of two years.

American Statistical Association.

American Surgical Association.

The secretaries of every one of these nineteen associations commented on their method of electing officers. One of them said no fault had ever been found with the method, though ambitious people were sometimes disappointed in the results. A second said that for twenty years the method had been found satisfactory, but that during the last year it had been claimed that such nominations may reflect the views of an extremely limited portion of the association instead of voicing the general desire. The remaining seventeen said without qualification that it worked well: "the ticket is always elected," "the secretary casts a ballot and there is never a grumble." The following statement, however, may not seem very satisfactory to extreme democrats: "The association is usually very harmonious at its annual meetings, and a small group of people have for some years practically prepared the slate. I think this is practically the custom with all similar organizations, and I believe it rarely happens that there is any controversy in regard to the matter."

*Group G.*—In the four following associations the nominating committee is chosen more democratically. Officers are elected at annual meeting.

In the American Microscopical Society and in the American Orthopedic Association the nominating committee is elected at a business meeting.

In the American Urological Association members of the nominating committee are selected by and from the various members of the several Sections present at the annual meeting.

In the Medical Association of the Southwest the nominating committee is composed of five members from each of the five states composing the association.

All four of these associations seem to be satisfied with their methods.

*Group H.*—In the following associations officers are elected by members present at the annual meeting, but there appears to be no nominating committee.

In the National Academy of Sciences officers

are elected by vote of the members present at the annual meeting. There is nothing in the constitution about their nomination.

In the American Dermatological Association officers are nominated on the first day of the annual meeting and elected on the second.

In the American Institute of Architects officers are elected by ballot of the delegates at the annual convention.

In the American Medical Association nominations are from the floor. Majority of votes cast is necessary for election.

In the American Entomological Society officers are nominated at the meeting before the annual meeting. The nominations are not restricted in any way and there is no nominating committee.

In the Actuarial Society of America officers are elected at the annual meeting without any nominations being made. Previous to the meeting, however, there is a straw ballot for members of the council, every fellow voting for two candidates for each vacancy. The result of this straw ballot is announced before the election, but it does not bind anybody.

In the American Ornithologists' Union an informal ballot is taken at the annual meeting and its result is announced before the first formal ballot is taken.

In the American Institute of Homeopathy any ten members at annual meeting can nominate. If no one gets a majority at first election there is a second vote confined to two highest candidates. It has been ruled that members nominated for an office can not withdraw their names.

In the American Association of Public Accountants officers are elected by delegates and fellows at large at the annual convention. Secretary is elected annually by trustees.

In the American Philosophical Society held at Philadelphia for Promoting Useful Knowledge officers are elected on the first Friday of January and the polls are open between the hours of two and five in the afternoon. Nominations must be made at the stated meeting next previous to the day of election; but if there should occur a failure of qualified candidates so nominated others not so nominated may be elected.

*Group I.*—In all the following associations the business of nominating and electing officers is conducted largely through the mails.

In the Geological Society of America the council prepares the regular ticket, and this is mailed to the members at least nine months before the annual meeting. Any five members may forward other nominations to the secretary. Such nominations are printed together with the names of the nominators as special tickets. The regular and special tickets are then mailed to the fellows at least twenty-five days in advance of the annual meeting. Balloting is then done by the use of two envelopes, of which one, the inner envelope, bears a legend indicating that it is a ballot; the outer envelope bears the voter's name, and before it is opened the secretary looks up the records to see whether the man is entitled to vote or not.

In the American Mathematical Society the council nominates at the October meeting through a committee usually composed of ex-presidents and ex-vice-presidents. Nominations are printed on a ballot with blank spaces for other names, and mailed to members, who may vote by mail or in person at the December meeting.

In the American Nature Study Society the council nominates one or more candidates for each office and members vote by mail or in person.

In the American Public Health Association the council nominates officers and submits ticket to the whole association for their vote. Council represents different states and federal departments.

In the American Society of Mechanical Engineers the president appoints a nominating committee, and any group of twenty or more members entitled to vote may constitute themselves a special nominating committee. Names of nominees and their nominators are mailed to members on an official ballot, together with an inner and an outer envelope, as with the geologists. A simple plurality of votes elects. Method is said to be perfectly satisfactory.

In the American Institute of Electrical Engineers the method pursued up to 1911 was as follows. Nominating blanks were mailed to the entire membership. After the forms

were returned and canvassed the directors prepared a "directors' ticket." This ticket, together with a statement of the votes received by all the candidates who had received not less than 3 per cent. of the entire number of votes cast, was issued to the membership. Members could vote for any one whose name appeared on this blank. The directors' ticket was always elected, as the vote against any one upon it would be scattering. For geographical considerations the directors did not always select the candidates who had received the largest number of nomination votes. The principal objections to this method appear in the *Proceedings* for January, 1912. They are these. There is no official way by which a group of members who desire to recommend a certain candidate can make their wishes known to the entire membership. Members can not usually tell whether a man they think of nominating is willing to accept. The scattering vote is increasing each year. The only way to suggest candidates is by circular letters, which become a nuisance. Not more than 20 per cent. of the members fill out nomination forms; so that a man with a very small vote can get on the directors' ticket and be elected. The new rule provides that on petition of fifty members a man's name may be printed on the nominating blank as a candidate for nomination. This results in a larger and more concentrated vote.

In 1912 the American Institute of Mining Engineers was practically changing its entire management. Under the old rule there was a board of directors and a council. Nominations for members of the council could be sent to the secretary, who mailed to the members a list of all nominations for each office so received, together with the names of persons ineligible for election to each office; and if the council or a committee thereof should have recommended any nomination, such recommendation was sent also. The new method recommended by a special committee resembles that of the American Society of Civil Engineers.

In the American Chemical Society members mail preference for president and four coun-

cilors. Council elects president from the four having the largest number of nominating ballots. For council the highest eight are considered nominated, and names mailed to members. Usual double envelopes for secrecy. Nine directors are elected by letter ballot of the entire (102) council. The directors are now the governing body, as council has grown too large.

In the Astronomical and Astrophysical Society of America members were nominated by mail and the three with the largest number of nominating votes were voted upon by members present at annual meeting. In case of a plurality of names in third place all were included in list to be voted upon. Plurality elected. The method had not proved entirely satisfactory, and a committee had been appointed to consider its revision.

In the Botanical Society of America individual members nominate by mail. The council then sees that there is at least one nomination for every office. Members vote by mail. Plurality elects. A recent rule empowers the secretary to eliminate the names of all nominees but the three receiving the highest number of nominating votes. Yet sometimes ten or a dozen receive the same number and have to appear on the final ballot mailed to members. Another possible objection to this method is that a few members of the association in one of the large universities can easily put a set of names in nomination by concentrating upon them when other nominating votes are scattered.

The conclusions which I am disposed to draw from the material at my disposal are as follows: A governing board of some kind is indispensable, and it is wise to follow the usual practise of electing a given proportion of its members every year for a term of years. If there is much work to be done by the secretary, he should be nominated either by a permanent nominating committee or by the governing board. If he accepts remuneration for his services he should be nominated or appointed by the board.

It is not usually wise to try to elect members of the governing board or other officers

without the aid of the board or some other committee, and it is distinctly unwise to do so if nominations are made through the mails.

If the board or a special committee is to act at all on nominations it seems better for it to nominate in the first place than to act on haphazard nominations afterwards. If the board itself nominates there is no reason why it should not send ample notice of its ticket to all the members of the association. In the absence of such notice it is not usually desirable that the board should nominate its own future members; for reasonable continuity in the management of an association is sufficiently insured by changing only a part of the board at a time, and the action of a series of nominating committees appointed from year to year by retiring presidents is less likely to cause continued irritation to a section of the association than the corresponding action of a practically self-perpetuating board.

If an official slate is unsatisfactory there is more chance to break it under a rule allowing other nominations to be made by groups of a certain size than under one allowing them to be made by single individuals.

No plan of election by members present at the annual meeting has been shown to be better than the common one of allowing the retiring president to appoint a nominating committee.

If an association exists for the sake of its meetings and does not attempt in any way to regulate the practise of a profession, it is questionable how far its machinery should be complicated for the sake of giving those who do not attend the meetings a voice in its management.

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#### STANFORD UNIVERSITY

THE trustees of Stanford University have increased the president's budget for the academic year of 1914-15 by approximately \$75,000 over that of the present year, which was about \$475,000. Of the increase, \$33,370 is for additions to the salaries of the present mem-

bers of the faculty, and \$20,000 for an addition to the usual allotment for departmental equipment. Ten thousand dollars of the increase to the budget is for the maintenance of the university's memorial church, which upon the completion of rebuilding since the earthquake has been placed under the president's direction. The salary increases have been apportioned among the ranks in the teaching force as follows: professors, \$11,950; associate professors, \$6,350; assistant professors, \$10,700; instructors, \$4,370. The trustees also announce a number of new buildings to be added to the university plant. These include, for the medical school in San Francisco, the remodeling of the main hospital building and the addition immediately of a new wing practically doubling the capacity of that building, and later the erection of a new women's building; and on the campus at Palo Alto a new library building, a new gymnasium for men and a new museum building. The library building, preliminary plans for which are being drawn, based upon suggestions by Librarian G. T. Clark, who has recently visited new college libraries in various parts of the country, will with the new museum form the front of a new quadrangle approximately of the same size as the present main quadrangle of the university, which is not quite 900 feet long, and will lie just east of it. The museum will not be undertaken for two or three years. The present museum is about a quarter of a mile from the main quadrangle, and President Branner in his inaugural address, urging the educational value of beauty, declared that the art collections here are practically inaccessible to the average student. In this same connection, and following the president's suggestion in the same address, the trustees are working out a comprehensive scheme of landscape gardening for the beautification of the university grounds. The salary and equipment increases and the new building announcements are in fulfilment of a statement published a year ago by the Stanford trustees, in which they declared that the resources of the university will in the future justify an increase in the annual allotment for academic